SALT RIVER FIRE DEPARTMENT GROWTH PLAN

**SALT RIVER PIMA-MARICOPA INDIAN COMMUNITY
FIRE DEPARTMENT
GROWTH STRATEGY**

STRATEGIC MANAGEMENT OF CHANGE

BY

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An applied research project submitted to the National
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ABSTRACT

This research project analyzed methods to implement strategic change and prepare the Salt River Fire Department for significant growth that will meet the needs and expectations of the community. The purpose of this project was to develop a strategic plan for the growth of the Salt River Pima-Maricopa Indian Community Fire Department that will best meet the needs of the community.

This research project employed action research, (1) to identify how other Indian Community Fire Departments have met the rapid growth needs of their communities, (2) to identify the components of strategic planning that are applicable to the Salt River Fire Department planning process, (3) to determine what strategic planning techniques other departments have done to meet rapid growth needs, (4) to determine what information exists in literature that addresses strategic planning in rapidly growing organizations, (5) to determine the needs and expectations of the Salt River citizens for the emergency services in their community,(6) to use the information obtained to develop a strategic growth plan that addresses the communities needs and expectations for emergency service in the Salt River Indian Community and

(7) to determine strategies for implementing the plan that will reduce the natural resistance to change and facilitate a smooth transition process.

The procedures employed to conduct this action research were a combination of information gathered through a literature review, utilization of interviews with other Tribal directors and fire chiefs, and the use of a fire chief's survey. Interviews focused on strategies used by other fire chiefs who have experienced significant growth within their department in the past few years. The survey was used to determine innovative ways to gain internal support for change and find effective ways to implement necessary changes that were not covered in the literature.

The major findings of this research was that community members are more concerned about the availability of competent emergency medical response and transport services rather than the fear of loss of their home through fire. Additionally, the current system used where Tribal members are not charged for ambulance transportation is viewed as a valuable benefit that all would like to see continue. In the area of other emergency response, survey respondents place hazardous materials response almost as important as fire response

capability. Other areas where respondents indicated value
was fire prevention education and prevention activities
and also the contribution of the Fire Department's Fire
Cadet Explorer program.

 The Salt River Fire Department Growth Plan developed
out of this research includes current situation and the
future growth trend, the Salt River Fire Department's
mission priorities, components of the growth plan
execution, and a the requirements necessary for plan
implementation.

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INTRODUCTION

The Salt River Pima-Maricopa Indian Community is located east of the Phoenix metropolitan area. The community covers 78 square miles and consists primarily of rural residential homes with some commercial and industrial structures.

Like many other Indian communities in the country Salt River is working to develop a Tribal Gaming business. For the past two years the Tribe has experienced a great deal of resistance to their gaming development. Several years ago, then Governor Symington attempted to restrict where the casino could be located, attempting to keep the casino as far away from the greater Phoenix metro area as possible. Several lawsuits delayed Class III gaming, which allows the very profitable, slot machines.

Very recently, July 17' 1998 the Arizona Supreme Court cleared the way mandating that the Arizona Governor sign the gaming compact. The growth that will accompany the casino development is expected to be tremendous. The revenue generated by the casino's (two are planned) will also spur the development of many other revenue generating Tribal enterprises. Additionally, the revenue

will allow for significant increases in public sector infrastructure including Fire Department growth. I estimate that the Salt River Fire Department will add two new stations in the next two years, which will double the size of the department. The problem is that no formal strategic plan exists that outlines an implementation strategy that addresses the Fire Department's growth, the needs and expectations of the community, and identifies potential barriers to necessary changes.

The purpose of this project was to develop a strategic plan for the growth of the Salt River Pima-Maricopa Indian Community Fire Department that will best meet the needs of the community. The action research method was used to answer the following questions:

1. What have other Indian Community Fire Departments done to meet the rapid growth needs of their communities?

2. What components of strategic planning are applicable to the Salt River Fire Department planning process?

3. What strategic planning techniques have other fire departments used to meet rapid growth needs?

4. What information exists in literature that addresses strategic planning processes in rapidly growing organizations?

5. What are the needs and expectations of the citizens of Salt River for emergency services in their community?

6. What components of the findings in questions one through five should be used to develop a strategic growth plan that addresses the communities needs and expectations for emergency service in the Salt River Indian Community?

7. What strategies should be used that will reduce resistance to the plans so that a smooth transition process will occur.

BACKGROUND AND SIGNIFICANCE

The Salt River Pima-Maricopa Indian Community was established in 1879 by a Presidential Executive order. The community as the name suggests is comprised of two American Indian Tribes, the Pima (AU-Authum) and the Maricopa (Pipash). Both tribes have separate languages although their cultures are very similar. The Pima-Maricopa People are traditionally a very peaceful agricultural society.

It is interesting to not that the Tribe's name of 'Pima' was actually developed by the Spanish. When the first Spanish people came to the southwest they asked the native residents who they were. Since the natives didn't understand what the Spanish were saying they answered with the words "pimash" which means "I don't know". Because they could not pronounce the word they named the people Pimas. Today the Pima people find it ironic that the entrance to their community means the "I don't know Indian Community"
(John Myers, Robert Gryder. 1988).

For many years the Salt River Reservation has been isolated from the Phoenix metropolitan area, however

today with the tremendous growth that the Phoenix area
has experienced the metropolitan area has encroached upon
the reservation. The Salt River reservation is now
bordered on three sides by the cities of Scottsdale on
the west and north, Fountain Hills on the northeast, and
Tempe and Mesa on the south. The east side of the
reservation borders the Tonto National Forest but still
has high traffic flow on its east border from a major
state highway. The Salt River Reservation covers
approximately 82 square miles with about 8,500 registered
residents. The community is primarily rural but also has
commercial and industrial sites. The Tribe is self
sufficient, which means they receive very little funds
fr4om the federal government. Operating funds to run the
Tribal government are made from private enterprises owned
by the Tribe, community leases, property taxes of non
tribal members, and a 1.2% sales tax.

The Tribe functions very similarly to a municipality
in the manner it is structured. The head of the Tribe is
the President (Mayor), under the President is the Vice
President (Vice Mayor). They report to and are members of
the Tribal Council (City Council), of which there are
nine members, elected from nine districts. Council
persons serve a two year term. The Community Manager

(City Manager) runs the day to day activities of the community as the head of the following twelve directorates:

1)   Police Department
2)   Fire Department
3)   Public Works
4)   Finance
5)   Human Resources
6)   Health and Human Services
7)   Education
8)   Community Development
9)   Planning and Engineering
10)   Tribal Court
11)   Recreation
12)   Museum

With the encroachment of the Phoenix Metroplex the Tribe has found that the lease value of Tribal land has become increasingly valuable. Leasing land to developers provides revenue from the lease itself as well as bring in tax dollars and jobs to community members.

In recent years Indian Gaming has become very prevalent around the United States, and Salt River is no exception. The Tribe currently owns a poker casino and has applied for Class III gaming which will allow slot machines. The Tribal Community Development department has projected tremendous growth along several commercial

corridors within the next five years. With revenue

expected from the casino's the infrastructure development

can be excelerated, spurring more rapid commercial

development.

LITERATURE REVIEW

The literature on strategic planning involved the

examination of the change process. Several key components

of the planning and implementation process included how

to acquire community support for change. The literature

was examined to obtain methods or guidance on obtaining

community involvement and support. Methods and

techniques were researched in an effort to obtain

employee support, since they will be instramental in the

implementation of needed changes. Finally, I wanted to

find methods to eliminate barriers to implementing the

strategic plan.

In obtaining the communities support research

indicated that like any organization or group

communication of ideas and goals are the essential

component of acquiring support. (Lundy,1986.p81).

Included in this feedback loop learning will occur

allowing for better understanding of each factions perspective. Of course the a critical component of the feedback loop will be finding ways to better define who our customers are and find better ways to service them. Making things work by listening to customers and acting on what you hear(Peters and Austin, 1985.p 4).

Literature concerning employee support was plentiful. Some of the more interesting views of obtaining employee support concerned constructive conflict, and allowing the conflict that change can generate among the work force to assist in diffusing more serious problems that may be smoldering. (Ford, 1983.p 104). Similar literature relating to confrontation suggested that without this type of confrontation no real development ocurs within the organization. People within the organization must deal with issues and problems by confronting them (Bennis, Benne and Chin, 1968,p 358). The literature suggested that in many cultures especially that had a traditional past that significant change could be accomplished by breaking just one or two old habits. In the fire station environment that may be as easy as changing the traditional drill time from the morning to the afternoon and replacing it with physical training

that "always" was done in the afternoon, beginning by breaking the old routines (Atkinson, 1990.p57).

In the change process it is very important to find the employees that are willing to be the champions of change and risk supporting the process. The literature suggests finding people who are willing to take on the new paradigm in the first stages of the change.

> "*The man who embraces a new paradigm at an early stage must often do so in defiance of the evidence. .He must, that is, have faith that the new paradigm will succeed with the many large problems that confront it knowing only that the older paradigm has failed with a few. A decision of that kind can only be made on faith*" (Osborne and Plastrik, 1990.p 267).

The Gila River Fire Department has experienced the same type of rapid growth in the past few years that Salt River is preparing for. Gila River Fire Department consisted of two volunteer stations, poorly equipped and trained prior to the Tribe acquiring a gaming compact with the state. Within five years Gila River Fire now is building its fifth station. All their stations are modern staffed and equipped with highly training personnel with state of the art equipment. The changes that occurred at Gila River required a great deal of communication, not

only with the Tribal Council but community members at
large. Chief Beckwith, a non Native American found it
valuable to gain the support of key informal leaders to
help convince others in the informal communication chain.
(Beckwith, B. Fire Chief, Gila River, interview, June 21,
1998).

PROCEDURES

Definition of Terms

Class III - The class of casino gambling that legally
allows for the operation of slot machines.

Compact - Refers to the gaming agreement that must be
entered into with the state before Class III gaming (slot
machines) will be allowed.

Gaming - Refers to legalized Indian gambling poker,
bingo, and slot machines.

Salt River - Refers to the Salt River Pima-Maricopa
Indian Community

TERC - Tribal Emergency Response Commission

Research Methodology

The research methodology used was action and
historical research. Information was gathered through

surveys, interviews and research of literature. The feedback from the surveys and interviews were used to determine the growth development priorities for the Salt River Fire Department. The literature review helped to understand and plan for the smooth transition of change, not only in terms of the community's support but also the Fire Department personnel themselves.

Literature

The research procedure used in preparing this paper consisted first of a review of literature in my personal library and the Scottsdale library from February through July 1998. I searched for topics concerning employee teams, the change process and total quality management. The books and articles identified in the literature search were reviewed for specific information that I felt related to the process of planning for and implementing change.

Interviews

Interviews were conducted with Fire Chief of Gila River Indian Reservation, Bart Beckwith during a Tribal

Fire Chief's meeting held on June 21, 1998, Fire Chief William White of Ah Chin Reservation Fire Department June 21,1998, and Fire Chief Richard Flores of Tohono O'Odom Reservation also June 21, 1998.

I attempted to find specific problems that were encountered by the various Fire Chiefs concerning the rapid development of their departments from the introduction of gaming to their communities. Questions focused on methods used to most effectively communicate their ideas and intentions, methods to obtain support from key leaders, and the associated problems in recruiting Native Americans on the reservation fire department. Any pertinent information or ideas were reviewed for possible inclusion into the Salt River strategic growth plan.

Fire Department Needs Survey

My purpose in having a fire department survey was to obtain the customers perspective of fire department services. My intent was to let the community evaluate what they perceive to be the most important emergency services, and to give us some feedback on how we were doing. The survey allowed the survey participant to numerically rate how they perceived the value of various services offered by the fire department including fire, EMS, paramedic response, ambulance transport, hazardous

materials response, special rescues, as well as the

customer service attitude of the fire department

personnel. Surveys were distributed to various groups and

E-mailed to all Tribal employees and agencies. The

response to the questionnaires was very good. I was able

to evaluate 125 responses, the feedback continues to come

in daily. The great majority of the responses were very

similar rating services with little variance between

respondents. The survey is attached for review in

appendix A.

Assumptions and Limitations

A limitation of the literature review was that only

one reference related directly to fire departments. Most

literature related to organizational change in general.

The assumption was made that concepts of organizational

change would be relevant to fire departments as well.

A limitation of the interviews was that there was no

analysis conducted to determine the effectiveness of a

successful strategic change within the departments of the

interviewed chiefs. The purpose of the interview was to

gather personal experiences of fire chiefs that have

experiences rapid growth due to gaming revenues. An

assumption was made that their experiences would be similar in nature to what the Salt River Fire Department may experience.

A limitation of the survey was that no statistical analysis was made to determine a margin of error. The purpose of the survey was to gain a better understanding of how the Tribal residents and employees viewed the various services provided by the fire department and to obtain their perceptions of which services are most important to them.

RESULTS

Answers to Research Questions

Research Question 1. What have other Indian Community Fire Departments done to meet the rapid growth needs of their communities?

The information gathered related to other Indian communities within Arizona. The interviews conducted suggested that rather than being proactive and involving the members of the department in the change process they were more reactive and attempted to meet the growth needs as demand for services increased. The Chiefs worked

almost exclusively with the Tribal councils. In these
situations the Tribal Council was viewed as the primary
customer. Recommendations were directed, exclusively to
the council were reviewed, modified and approved for
action. Based on the interviews no formal surveys were
conducted. Fire Department personnel were informed after
the fact of what would be happening within the
department.

Research Question 2. What components of strategic
planning are applicable to the Salt River Department
planning process?

Virtually all of the strategic management of change
were employed in the planning process, however, the basic
map used for the process involved Phase I analysis,
analyzing the organizational change requirements. Phase
II, planning to respond to the change requirements. Phase
III Implementation, determining what tasks would be
required to make the change successful. Finally, Phase
IV, evaluation and institutionalism, evaluating and
modifying the plan to meet the needs of the community.
Throughout the process the key is to be communication of
ideas to all involved in the change, input and feedback
for all involved, and involvement in the implementation

phase of those that will be affected by the change.
Barriers to the change must be identified early on and
methods to find win/win strategies to eliminate the
barriers.

Research Question 3. What strategic planning techniques
have other fire departments used to meet rapid growth
needs.

The literature and interviews that I conducted did
not provide answers to this research question. Although I
am confident that many departments follow course concepts
covered in the strategic management of change. The
interview conducted only Chief Beckwith of Gila River
Reservation Fire Department practiced concepts of
obtaining internal support prior to implementing the
changes. He accomplished this by identifying internal
leaders and obtaining their support letting them
influence the political representatives.
The interviews indicated that the other departments
operated in a reactive mode throughout the beginning
development stages.
Research Question 4. What information exists in
literature that addresses strategic planning processes in
rapidly growing fire departments?

The literature did was not specific to fire departments but generally for change within any type of organization. In obtaining the communities support research indicated that like any organization or group communication of ideas and goals are the essential component of acquiring support. (Lundy,1986.p81). Included in this feedback loop learning will occur allowing for better understanding of each factions perspective. Making things work by listening to customers and acting on what you hear(Peters and Austin, 1985.p 4).

Literature concerning employee support suggested obtaining employee support concerned constructive conflict, and allowing the conflict that change can generate among the work force to assist in diffusing more serious (Ford, 1983). Literature relating to confrontation suggested no real development occurs within the organization until people deal with issues and problems (Bennis, Benne and Chin, 1968). The literature suggested that in many cultures especially that had a traditional past that significant change could be accomplished by breaking just one or two old habits (Atkinson, 1990). Finally, in the change process it is very important to find the employees that are willing to be the champions of change.

Research Question 5. What are the needs and expectations of the citizens of Salt River for emergency services in their community?

Complete survey results can be found in appendix A. All survey results were rounded to the nearest tenth. Several significant results of the survey indicated that emergency medical response is perceived to be at least as important a priority as fire response capabilities. Paramedic capability also had a higher score of significance than fire capability. Respondents agree almost unanimously that emergency services are of critical importance to them. General rescue capability rated almost as important to our customers as fire response capability, and surprisingly hazardous materials response capability scored as being perceived to be more important than fire response.

Research Question 6. What components of the findings in questions one through five should be used to develop a strategic growth plan that addresses the community's needs and expectations for emergency service in the Salt River Community?

The first component of the findings to be used will be to prioritize the fire department's mission and objectives to be more inline with the customer's perception of importance. Concepts of employee involvement and change implementation will be incorporated into the planning implementation phase. Techniques that will be covered in greater detail in the next research question will include development of a community based focus group, employee meetings, council briefs, communication with the community manager, and use of employee teams for implementation of the change process.

Research Question 7. What strategies should be used that will reduce resistance to the plans so that a smooth transition process will occur?

The following areas are findings from questions one through six that should be used in the planning process.

1) **Community Survey** – The survey will address the residents perception of the value of services provided by the fire department based on a numerical scale of importance.

2) **Focus Group** – The focus group will be comprised of community residents and Tribal employers. The focus

group should address emergency service priorities and
service issues. The group should be free to discuss
all aspects of emergency services allowing to provide
a broad band of feedback.

3) **Employee Monthly Meetings** – The employee meeting will
be used to keep the fire department employees informed
concerning requirements and what is to be expected
during each phase of the strategic change. These
sessions will also be used to gain the support of the
informal leaders and request their support in
implementing the changes.

4) **Employee Teams** – Employee implementation teams will be
established to implement specific tasks within the
plan process allowing employees to have input on
implementation methods throughout the change process.
The teams will be "owners" of the process.

5) **Tribal Council Briefs –** The Tribal Council is a
critical component that requires support to approve
the concept of the growth pan since they hold the
purse strings. Regular briefing sessions will be
scheduled to keep the council informed and answer any
questions concerning the changes. This will allow a
forum to maintain a relationship of good rapport
between the fire department and council.

6) **<u>Updating Community Manager</u>** – Not to restate the

   obvious but sometimes we may a tendency to forget our

   boss. I plan to keep my boss the community manager

   informed of what and why, soliciting his feedback and

   support throughout the planning and change process.

DISCUSSION

The results of the literature research on managing

change were, for the most part, what I had expected.

Having had a significant amount of training and formal

education in the various components of total quality

management practices as well as the training in the

Executive Fire Officer Program section Strategic

Management of Change.

I was a little surprised by the resistance of my

fellow Fire Chiefs that I interviewed. They appeared

resistant to acknowledging the importance that their

community might place on emergency services delivery and

transport compared to the importance that community

members place on fire protection and response.

A primary goal of any fire organization should be to

prioritize a commitment to meet the needs of the customer

(Brunacini, 1988). I have had discussions with many of my

fellow Fire Chiefs concerning emergency medical services.

It appears that many realize the necessity of providing

the service but have the attitude that providing

ambulance transport is somehow beneath them. It was clear

in my survey that within the Salt River Community

emergency medical response and ambulance transport is

considered one of the most valuable services offered by

the Fire Department. I think it would be wise for other

fire departments to conduct a non-biased market survey to

find determine how their customers value the services

they provide.

Could it be that as Fire Chiefs we don't want to

hear that fire response capabilities are not nearly as

important in our customers minds as we would like them to

be? After all, how else can we justify the increasing

costs of manning, facilities and equipment?

I am often frustrated by the lack of openness my

peers show in seeking information from their customers

that could have an impact on the way service is provided

now or in the future.

> "In a profession that has raised the practice of "no
> surprises" to a high art, sponsoring such processes
> reads like a macabre prescription for self
> destruction. Few things make us more frantic than
> increasing complexity. And although we say we've

come to tolerate ambiguity rather well over the past years (because we had no other choice-it wasn't going away), it often appears that we don't tolerate it as much as we shield ourselves from it" (Wheatley, 1993).

What is the saying, "200 years of tradition unimpeded by progress"? I suspect that many fire departments don't change until they are forced to. Perhaps through pressure within government or politics and sometimes only as a matter or survival. I have spoken to many Fire Chiefs in the past few years, especially in economically depressed or low growth areas, that have had operating budgets drastically cut forcing layoffs and station closures. For the rest of us, what kind of wake up call do we need? Any service needs analysis should take into account our customers perceptions of service needs. Tom Peters addressed customer's perception in his book A Passion for Customers.

> "The real problem is that perception is all there is. There is no reality as such. There is only perceived reality, the way each of us chooses to perceive a communication, the value of a service, the value of a particular product feature, the quality of a product.
> The real is what we perceive." (Tom Peters and Nancy Austin. 1985)

RECOMMENDATIONS

Based on the information that was acquired during this research project my recommendation was to develop a strategic growth plan that will be used to guide the rapid growth expected to accompany the Tribal development. The plan will incorporate critical component findings of the research questions contained in this paper. Certain aspects of the plan such as the community survey have already been implemented. (See appendix A)

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Appendix A

EMERGENCY SERVICES SURVEY

This survey will be used to plan the future development of the Fire Department and emergency services within the Salt River Community. Please take the next few minutes and provide information on how you rate the importance of various emergency services.

Please check the following that apply:

_101___ I live in the Salt River Community
_127___ I am a Tribal employee
___7_———Work at Salt River **non** Tribal employee

Please indicate what **you feel** is the value of the following services on a scale of (1) to (5).

(1) High Value Service
(2) Valuable Service
(3) Average Value
(4) Low Value
(5) Not Necessary

Fire (only) Response Service   _1.6___

Emergency Medical Response   _1.2___

Paramedic Response   _1.3___

Ambulance Transport   _1.6___

No Cost Ambulance Transport   _2.4___

Fire Prevention Education   _1.8___

Fire Inspection/Code Enforcement _2.0___

Hazardous Materials Response   _1.5___

Rescue   _1.9___

Special Services   _2.4___
(Lockouts, bee removal, etc)

Please rate the following questions with the following responses:

(1)	**Strongly Agree**
(2)	**Agree**
(3)	**Neutral**
(4)	**Disagree**
(5)	**Strongly Disagree**

Fire danger is a serious concern for my household?   _1.8___ |

Salt River has adequate fire response resources.   _2.5__|

No cost ambulance transport is an important service. _1.9___ |

Salt River Fire Department conducts valuable Fire Prevention
programs.   _3.0___ |

Salt River should have highly trained Hazardous
Materials Responders.   _1.8___ |

Fire response capability should be the highest
priority for the community.   _1.8___ |

Paramedic response should be the highest priority
for the community.   _1.4___ |

Salt River firefighters have good customer
Service skills.   _3.0___ |

Salt River firefighters should be more customer
service oriented.   _1.7___ |

Fire Department rescue capability is important for _1.4___ |
the community.

The services provided by the Fire Department do not
Concern me.   _4.5___ |

Comments
_____
_____
_____
_____
_____

Appendix B

1. Please outline, as best you can recall, the impact that your department experienced when gaming was introduced into your community?

2. What were the positive impacts on your department that resulted from the introduction of gaming in your community.

3. What were the negative impacts, if any, to your department from the introduction of gaming into your community?

4. How did you prepare your department for the impacts of gaming?

5. In your estimation, what could have been done to improve the transition process in your department's growth?

6. What were some of the obstacles or barriers in the growth process of your department?

7. During your departments expansion, how did your employees respond? Were they supportive of the process?

8. If any employees were resistant to the changes, how did you address their resistance?

9. What were strategies you emplyed to meet the needs of your department's growth?

Appendix C

SALT RIVER FIRE DEPARTMENT
GROWTH PLAN

Situation

Like many other Indian communities in the country Salt River has been working to develop a Tribal Gaming business. For the past two years the Tribe has experienced a great deal of resistance to their gaming development.

Very recently, July 17, 1998 the Arizona Supreme Court cleared the way mandating that the Arizona Governor sign the gaming compact. The growth that will accompany the casino development is expected to be tremendous. The revenue generated by the casino's (two are planned) is expected to exceed $100,000,000 per year. The current Tribal revenue is $30,000,000 a year. With the influx of these new revenues new developments are being planned that will require supporting infrastructure including Fire Department growth. I estimate that the Salt River Fire Department will add two new stations in the next two years, which will double the size of the department. A growth plan is needed that outlines a basic implementation strategy that addresses the Fire Department's growth, the needs and expectations of the community, and identifies potential barriers to necessary changes.

Purpose

The purpose of the Salt River Growth Plan is to provide an effective transition for the anticipated expansion of the Salt River Fire Department. The plan period covered is from July 1998 through December 1998.

Mission

The mission of the Salt River Fire Department remains the protection of life and property through life safety, fire, emergency medical and special operations response. The fire department's functions and objectives have been prioritized to meet the needs of the community as follows:

I. DELIVERY OF EMERGENCY MEDICAL SERVICES

- Provide rapid response to all requests for emergency medical aid.
- Respond with Advanced Life Support capabilities to 100% of all calls.
- Insure all personnel meet the highest professional standards.
- Maintain quality control standards with zero defect maintenance standards.
- Respond to 90% of all medical calls in five minutes or less.
- Conduct rescue operations in conjunction with engine crews.

II. REDUCTION OF LIFE /PROPERTY LOSS THROUGH FIRE PREVENTION

- Conduct an ongoing Fire Education programs
- Conduct occupancy inspections to insure compliance with UFC and LSC
- Provide fire engineering support to community development in plan review.
- Conduct fire investigations of all suspicious fires
- Provide onsite assistance to contractors in meeting fire safe standards.

III. CONDUCT FIRE SUPPRESSION OPERATIONS

- Provide rapid response to 100% all fire calls.
- Reduction in fire loss and life loss per capita through firefighting efforts.

- Respond with modern, state of the art firefighting equipment.

- Conduct sustained wildland fire operations with full time and reserves.

- Conduct rescue/ALS operations cooperating with mutual aid.

IV. EMERGENCY SITUATION RESPONSE

- Provide assistance as needed for special emergency response

- Provide consultation and analysis for threat assessment.

V. DEPARTMENT ADMINISTRATION AND LEADERSHIP

- Provide management of personnel, equipment and facilities on a daily basis.

- Provide for the welfare and safety of all department personnel.

- Insure career development of all department personnel.

- Maintain high levels of morale for the fire department.

- Insure high professional standards are maintained.

- Management of department budget.

Goals

1. Develop Events Timeline

2. Establish Employee Implementation Teams

3. Schedule Meetings with Tribal Council and Employees

4. Develop Proposed Organizational Chart

5. Develop a Supplemental Operating Budget for Fire Station 293 Period January 1999

   through September 1999.

Plan Implementation

➢ **Employee Meetings Dates**: August 20th, September 22nd, November 12th – These

meeting will be used to explain progress answer questions and obtain feedback from employees.

➢ **Tribal Council Briefs**: October 7th, December 16th – The Tribal Brief will provide overview of plan and progress, designed to inform and gain project support.

➢ **Employee Team Development**: Solicit volunteers and assign personnel for task implementation of project, September 1998.
   - Furniture Selection Team
   - Ambulance Specs Team
   - Equipment Ordering Team
   - Preplan area Map Team

➢ **City of Mesa Automatic Aid Agreement** – Obtain approval for City of Mesa automatic aid agreement by December 1998. Scheduled implementation January 1, 2000.

➢ **Directors Meeting Updates** - The directors meetings are scheduled the first and third Tuesdays of each month. At these meetings I will provide updates on project progress to the Community Manager.

Support Requirements

➢ **New Personnel** – Advertise and select personnel for manning of new station. (See proposed organizational chart and budget)

➢ **Equipment** – New equipment will include a new rescue/ambulance and associated fire, medical and station equipment (see proposed budget)

➢ **Funding** – Approval of proposed budget by Tribal Council

Plan Review and Evaluation

The progress and effectiveness of the implementation will monitored weekly and discussed in the monthly officers meetings. Modifications of the plan implementation will be determined in conjuction with officer recommendations and firefighter feedback.

Attachment 1 **– Proposed Budget for Station 293**

See Appendix D - **Proposed Organizational Chart**

CASINO / PAVILIONS AREA
STATION 293

BUDGET 1998/99

This budget represents those funds needed in addition to the current 1998/99 budget for the operation of a new station. This budget reflects funds needed to open the station but does not include station construction costs.

ACCT. #		YEAR PERIOD	MONTHLY COST	1 JAN. 99 30 SEPT. 99 (9 MONTHS)
	SALARIES / WAGES	$ 470,000.00	$ 39,166.00	$352,499.00
9010	TEMPORARY LABOR	$ 40,000.00	$ 3,333.00	$ 29,997.00
9020	OVERTIME	$ 25,000.00	$ 2,083.00	$ 18,750.00
	FICA X .0765	$ 40,927.00	$ 3,410.00	$ 30,690.00
	FUTA ($70 X 15)	$ 1,050.00	$ 525.00	$ 4,725.00
	SUTA $112 X 15)	$ 1,680.00	$ 140.00	$ 1,260.00
	WORKMAN'S COMP (15 X 2.33)	$ 12,256.00	$,021.00	$ 9,189.00
	GROUP / DENTAL (1920 X 15)	$ 28,800.00	$ 2,400.00	$ 21,600.00
	LIFE / DISABILITY	$ 5,260.00	$ 438.00	$ 3,942.00
	SHORT TERM DISABILITY	$ 2,104.00	$ 175.00	$,575.00
	RETIREMENT	$ 18,725	$ 1,560	$ 14,043
	TRAVEL			
	SEMINAR / CONFERENCE FEE	$ 450.00	$ 38.00	$ 342.00
	TRAINING	$ 4,000.00	$ 334.00	$ 3,006.00
	OFFICE SUPPLIES	$ 600.00	$ 50.00	$ 450.00
9320	PROGRAM SUPPLIES	$ 1,200.00	$ 100.00	$ 900.00
	MEDICAL SUPPLIES	$ 5,000.00	$ 417.00	$ 3,753.00
9330	OPERATING SUPPLIES	$ 10,000.00	$ 834.00	$ 7,506.00
	FOOD			

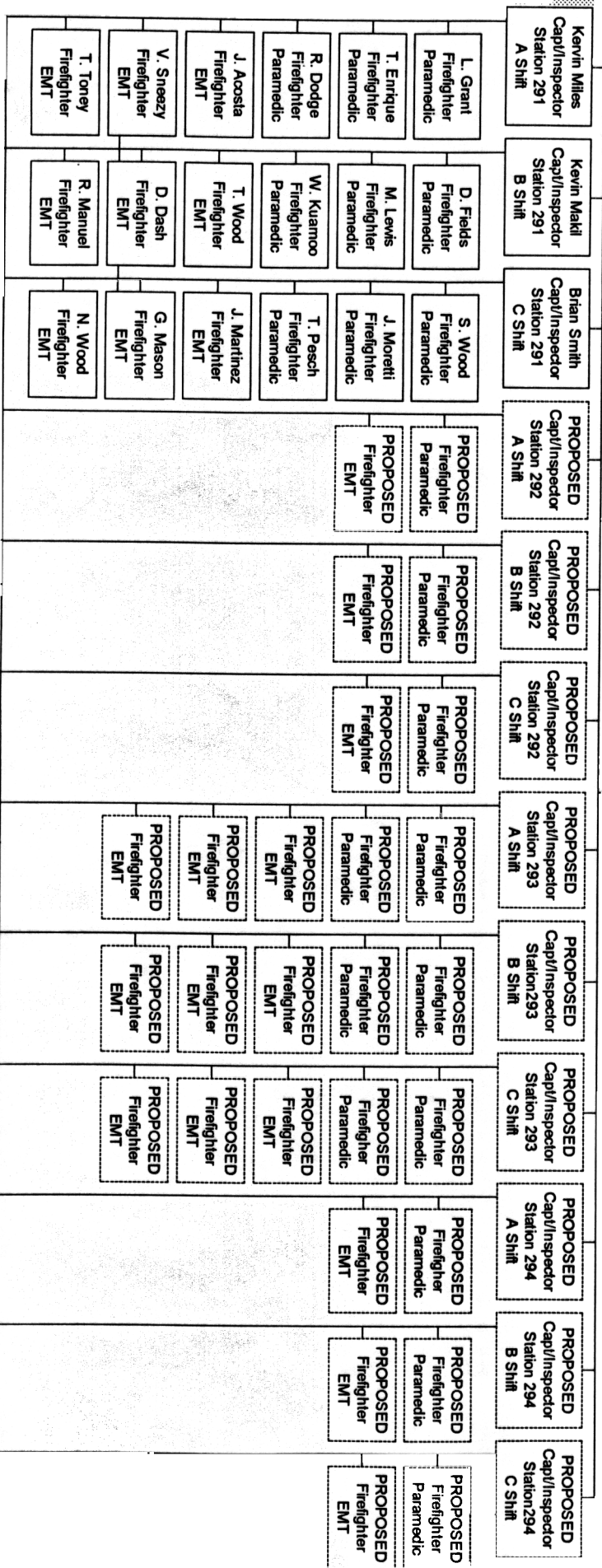|				
9350	GASOLINE, DIESEL	$ 5,000.00	$ 417.00	$ 3,753.00
	JANITORIAL	$ 1,500.00	$ 125.00	$ 1,125.00
	UNIFORMS	$ 3,750.00	$ 313.00	$ 2,817.00
	ELECTRICITY / GAS	$ 8,400.00	$ 700.00	$ 6,300.00
	TELEPHONE	$ 2,000.00	$ 167.00	$ 1,503.00
9510	MAINTENANCE EQUIPMENT	$ 12,000.00	$ 417.00	$ 3,753.00
	MAINTENANCE VEHICLE	$ 3,000.00	$ 250.00	$ 2,250.00
9540	MAINTENANCE BUILDING	$ 1,200.00	$ 100.00	$ 900.00
	AUTO INSURANCE	$ 2,000.00	$ 167.00	$ 1,503.00
	OUTSIDE SERVICES	$ 1,060.00	$ 84.00	$ 756.00
	MISCELLANEOUS EXPENSES	$ 1,200.00	$ 100.00	$ 900.00
	EQUIPMENT PURCHASE	$ 60,000.00		$ 60,000.00
9820	FURNITURE / FIXTURES	$ 10,500.00		$ 10,500.00
	VEHICLE PURCHASE	$ 58,000.00		$ 58,000.00
	TOTAL	**836,662.00**		**$627,496.00**

Appendix D

Salt River Fire Department
Organizational Chart

Stephen Maddox
Fire Chief
Administration

Frank Molina
Fire Marshal
Administration

Tammi Kisto
Exec. Secretary
Administration

Corrina Burke
Secretary
Administration

PROPOSED (legend box)

Station 291 A Shift
- Kevin Miles — Capt/Inspector — Station 291 A Shift
- L. Grant — Firefighter — Paramedic
- T. Enrique — Firefighter — Paramedic
- R. Dodge — Firefighter — Paramedic
- J. Acosta — Firefighter — EMT
- V. Sneezy — Firefighter — EMT
- T. Toney — Firefighter — EMT

Station 291 B Shift
- Kevin Makil — Capt/Inspector — Station 291 B Shift
- D. Fields — Firefighter — Paramedic
- M. Lewis — Firefighter — Paramedic
- W. Kuamoo — Firefighter — Paramedic
- T. Wood — Firefighter — EMT
- D. Dash — Firefighter — EMT
- R. Manuel — Firefighter — EMT

Station 291 C Shift
- Brian Smith — Capt/Inspector — Station 291 C Shift
- S. Wood — Firefighter — Paramedic
- J. Moretti — Firefighter — Paramedic
- T. Pesch — Firefighter — Paramedic
- J. Martinez — Firefighter — EMT
- G. Mason — Firefighter — EMT
- N. Wood — Firefighter — EMT

PROPOSED Station 292 A Shift
- Capt/Inspector — Station 292 A Shift — PROPOSED
- PROPOSED Firefighter Paramedic
- PROPOSED Firefighter EMT

PROPOSED Station 292 B Shift
- Capt/Inspector — Station 292 B Shift — PROPOSED
- PROPOSED Firefighter Paramedic
- PROPOSED Firefighter EMT

PROPOSED Station 292 C Shift
- Capt/Inspector — Station 292 C Shift — PROPOSED
- PROPOSED Firefighter Paramedic
- PROPOSED Firefighter EMT

PROPOSED Station 293 A Shift
- Capt/Inspector — Station 293 A Shift — PROPOSED
- PROPOSED Firefighter Paramedic
- PROPOSED Firefighter EMT
- PROPOSED Firefighter EMT
- PROPOSED Firefighter EMT

PROPOSED Station 293 B Shift
- Capt/Inspector — Station 293 B Shift — PROPOSED
- PROPOSED Firefighter Paramedic
- PROPOSED Firefighter EMT
- PROPOSED Firefighter EMT
- PROPOSED Firefighter EMT

PROPOSED Station 293 C Shift
- Capt/Inspector — Station 293 C Shift — PROPOSED
- PROPOSED Firefighter Paramedic
- PROPOSED Firefighter EMT
- PROPOSED Firefighter EMT
- PROPOSED Firefighter EMT

PROPOSED Station 294 A Shift
- Capt/Inspector — Station 294 A Shift — PROPOSED
- PROPOSED Firefighter Paramedic
- PROPOSED Firefighter EMT

PROPOSED Station 294 B Shift
- Capt/Inspector — Station 294 B Shift — PROPOSED
- PROPOSED Firefighter Paramedic
- PROPOSED Firefighter EMT

PROPOSED Station 294 C Shift
- Capt/Inspector — Station 294 C Shift — PROPOSED
- PROPOSED Firefighter Paramedic
- PROPOSED Firefighter EMT

Don Oselette — Floating Position — Firefighter/EMT

Robert French — Reserve Firefighter

Adrian Garson — Reserve Firefighter